PROCURING FLEET

1. COMMENCEMENT MANAGEMENT PLAN (RAM EQUIPMENT PROCUREMENT)

Jorgensen utilizes a Comprehensive Commencement Management Program model with a proven track record to deliver on time and on budget project Pre-Commencement activities. The Program is prepared in accordance with the contract documents including the technical specifications specific to this GDOT RAM program. It also provides and outlines activities, deliverables, milestone start/completion dates and is integrated with a responsibility/ dependency schedule.

Jorgensen acquires vehicles and equipment through several methods including lease with intent to own and capitalized purchases. The Equipment Manager will consider the most appropriate procurement method for each piece of equipment required for the GDOT RAM Program. This determination will be made through an extensive analysis internal to our operations structure with the determining factors summarized by the following:

TRUCK-LEASE ACQUISITION PROGRAMS. With a fleet over 300 standard and commercial duty trucks, Jorgensen has been successfully partnered with a Global industry equipment expert to deliver optimal fleet solutions to our staff and our customers. Jorgensen partnered directly with Element, a global fleet manager with services that include: asset acquisition of cars, vehicles, material handling equipment, medium and heavy duty trucks, and specialty construction equipment. Through the Jorgensen-Element Fleet Partnership, we receive the following services: expert acquisition analysis, financing, licensing/regulatory compliance, risk/safety, accident management, fuel services, managed maintenance, expense/usage tracking, re-marketing, and other global equipment needs. Jorgensen will engage Element to locate our fleet needs for this project and because Jorgensen uses Element's expertise we have direct ties to all the major truck manufacturers.

COMMENCEMENT MANAGEMENT PLAN. The below table details the pre-commencement activities for this contract.

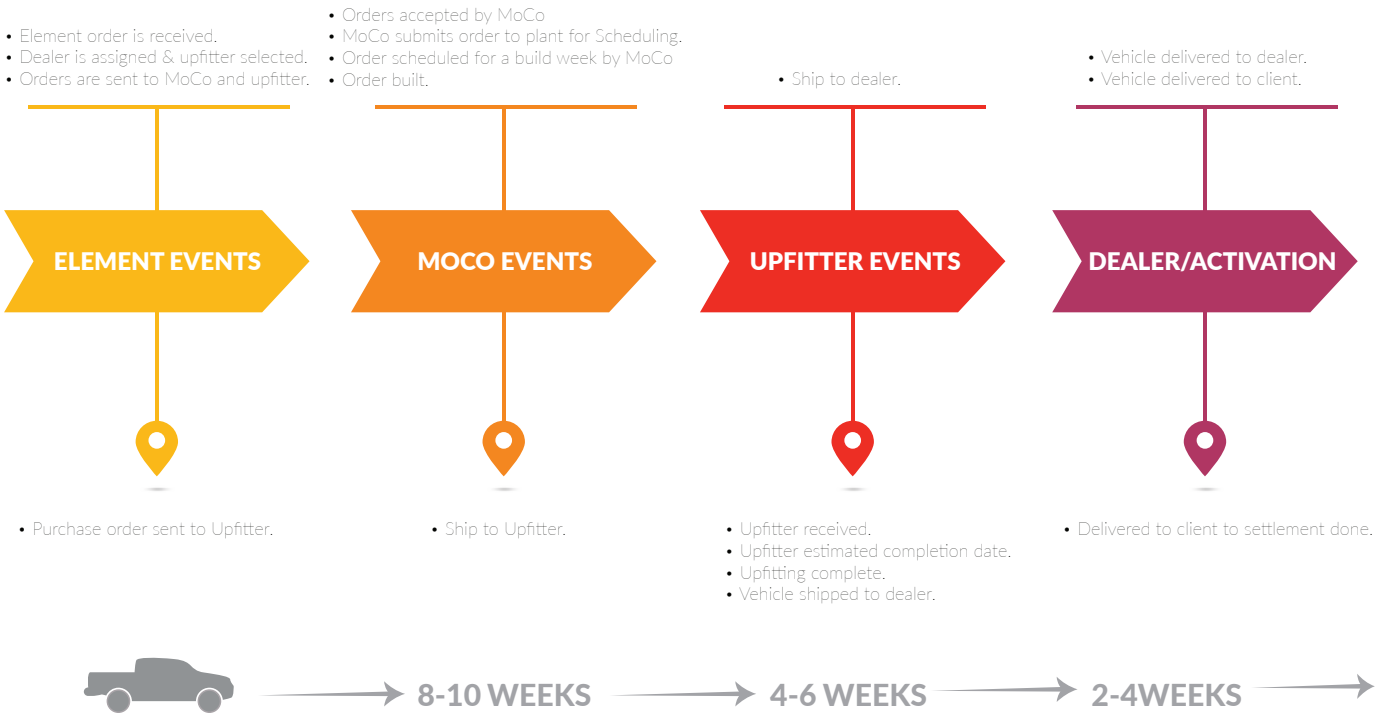
DELIVERABLE DESCRIPTION	RESPONSIBILITY	7 MONTH PRIOR				6 MONTH PRIOR					5 MONTH PRIOR				4 MONTH PRIOR				3 MONTH PRIOR					2 MONTH PRIOR				1 MONTH PRIOR					BEGIN RAM			
		JUN 16				JUL 16					AUG 16				SEP 16				OCT 16					NOV 16				DEC 16					JAN 17			
		WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	WEEK 23	WEEK 24	WEEK 25	WEEK 26	WEEK 27	WEEK 28	WEEK 29	WEEK 30	WEEK 31	WEEK 32	WEEK 33	WEEK 34	WEEK 35
Vehicle and Equipment Management Strategy	Regional and Project Manager	→	→	◆												→	→	◆																		
Develop vehicle procurement list and delivery schedule analysis with Element Fleet Services	Fleet Manager and Equipment Manager (PM)			→	◆																														
Finalize fleet procurement order placement between factory order, dealer orders or a combination.	Fleet Manager					→	◆																												
Vehicle Delivery-staged over 4 week period (Single Location for after market installs)	Fleet Manager and Equipment Manager (PM)								→	→	→	→	→	→	→	→	→	→	→	◆															
Procure after market vehicle enhancements, light package and auxiliary equipment acquisition. Where applicable several components may be procured through Element Fleet Services.	Fleet Manager and Equipment Manager (PM)							→	→	→	→	→	→	→	→	→	→	→	◆																
Installation of after market group (3rd Party Shop)	Equipment Manager (PM)																		→	→	→	→	→	◆												
Procurement and Installation of SouthernLINC Wireless system and AVL-GPS equipment	Equipment Manager (PM)																				→	→	→	→	◆											
Vehicles to receive required Demarcation Wrap and all Retro-Reflective safety enhancements	Equipment Manager (PM)																					→	→	→	→	◆										
Procurement of all tools, traffic control devices and other apparatus required for operational services	Equipment Manager (PM)																					→	→	→	→	◆										
Technician Requirements: Uniforms, Safety PPE, phones, shift assignments, orientation, etc.	Equipment Manager (PM) and Shift Supervisors																					→	→	→	→	→	◆									
"Training Period and conjunction with RAM Vehicle shakedown run and road trails. (Vehicles moved to District deployment yards)"	All Team Members																										→	→	→	→	→	◆				
Commencement of Live Operations	All Team Members																															◆				

Jorgensen will provide Element with our specifications for these GDOT RAM operator units and Element will be tasked with equipment location and compliant delivery. Element will use two methods to acquire Jorgensen's equipment for the project:

» **CUSTOM FACTORY-BUILD ORDER.** With the correct lead time, Jorgensen can custom-build a truck profile specific to this project. The custom profile is ordered directly from the OEM (likely to be Ford) and built in US factories. The factory order process allows Jorgensen to customize the design features of the truck, items of which include: propane retrofits, large fuel tanks, safety devices (alerts and alarms), etc. The below graphic is the work flow Element provides Jorgensen for custom factory orders. Factory order trucks typically take 12-20 weeks to obtain after order and are dependent on the global factory production requirements. Specific to this project Ford, just recently announced the 2017 F250 model year specifications, giving Jorgensen the ability to custom-build these trucks for the GDOT RAM program.

» **RETAIL PROVIDER ("DEALER-LOCATE") ORDER.** In the event the factory-order process is not possible for a pre-commencement timeline less than 3-4 months, Jorgensen has many options with our fleet provider (Element). We can easily locate our truck needs on retail dealer lots. Element has national access to thousands of equipment dealers, many of which reside directly in Georgia. Jorgensen can obtain vehicles in-state and out-of-state within only a few weeks (and in some cases, days) of an approved order. Element provides Jorgensen an entire vehicle acquisition department with refined expertise locating new vehicles on retail-dealer lots. The lead-time for GDOT RAM trucks using this method is typically between 1 week – 4 weeks.

CUSTOM FACTORY WORKFLOW. The below graphic depicts the workflow between Jorgensen and Element during the OEM truck acquisition process.



CAPITAL PURCHASE AVAILABILITY/LEAD TIMES. When necessary we may elect to procure vehicles through a capitalized purchase program. Jorgensen is a private Firm, with over $300M in backlogged and committed projects. We have existing financial agreements to obtain healthy debt/credit lines that enable our business to expand. Currently, we have negotiated an equipment line-of-credit that supports our operations and will more than adequately support the needs of this project. Because our Firm has very little corrosive debt, we are able to exercise our equipment credit line immediately to on-board new projects during fast pre-commencement periods. Lead times are therefore limited only the OEM availability within the open market and because our Equipment Manager has established national vendor relationships with equipment suppliers, lead times for our Firm are minimal. Additionally, typically we reserve auxiliary equipment and after-market vehicle enhancements acquisitions for our CAPEX purchasing program. The Equipment Manager will perform an analysis regarding the service life and usage of a desired piece of equipment to assist in equipment selection.

PURCHASE WARRANTIES AND GUARANTEES. All equipment obtained for operation on the GDOT RAM Program to include an OEM warranty or guarantee (where applicable). Based on the variety of equipment that will be utilized on the program there will be a wide range of equipment warranties or guarantees. The following warranty considerations may be used with capital-purchase or owned equipment for toll-way operations.

2. VEHICLE REGISTRATION AND LICENSING

Georgia licensing and registration requirements are outlined in this section. These regulatory requirements are mandatory, where exception can only be made or approved by the State of Georgia within the Motor Vehicle Code. Procedures and practices identified within this section are intended to support Georgia Motor Vehicle Code and ensure the parties operating within RAM Program are compliant. The Equipment Manager will have the authority to ensure these requirements are satisfied.

The governing document for regulatory compliance of operator licensing will be the current version of the Code of Georgia Title 40-Motor Vehicles and Traffic. Should revisions be made to this code the Equipment Manager will be responsible to ensure these revisions are compliant within a reasonable amount of time (unless otherwise mandated by the Code of Georgia). The following Vehicle Registration and Licensing activities will be addressed during the pre-commencement period.

OPERATOR COMPLIANCE. Vehicle operators will have valid Georgia Class C drivers' license and be approved by the Equipment Manager. Jorgensen's "Vehicle Use Policy" (see Appendix B) outlines the administrative specifics regarding operator permissions, regulations, and guidelines. The Equipment Manager will investigate the operator's MVR during pre-employment back ground checks of all RAM operators. If upon investigation in accordance with the RAM Program technical specifications or Jorgensen's Vehicle Use Policy an operator's MVR is unacceptable the Equipment Manager will revoke the operator's vehicle equipment permissions. Jorgensen obtains MVR records two times per year for any employee who drives a vehicle. Employees are in violation of Jorgensen's standards if their criminal and/or other records report the following:

- More than two (2) moving violations in last three (3) years
- A reckless, careless driving charge or manslaughter in last five (5) years
- Two preventable accidents in one (1) year or combination of accidents and violations
- A charge of driving under the influence or driving while intoxicated.
- Expired or suspended license

LOCAL MUNICIPALITY SPECIFIC REGULATIONS. The GDOT RAM Program traverses several city and political districts. In the unlikely situation these areas amend any State statutes for localized regulatory requirements, vehicles operating within this area will be required to comply. The Equipment Manager and Safety Manager will review any local regulatory requirements during the pre-commencement period and ensure compliance.

PROJECT LOCATION SPECIFIC PROCEDURES. The Equipment Manager may elect to install localized internal equipment registration requirements. Examples of these would include vehicle demarcation for emergency access, and accessibility to secured work sites/zones and other misc. restrictive needs. These are not enforceable by the State, however may be required as policy for successful operations of the RAM Program. In these cases, the Equipment Manager will make revisions to include additional on-site vehicle/equipment registration requirements.

VEHICLE AND EQUIPMENT INSURANCE REQUIREMENTS. Vehicles operating within the RAM Program must maintain minimal levels of insurance coverage. Vehicle and equipment insurance requirements will be adopted from the requirements identified in the GDOT RAM Program Technical Specifications. All vehicles must be insured with the prescribed coverage limits and in effect at time of delivery of Vehicles.

AUDITING POLICIES. The Equipment Manager will use auditing techniques to ensure vehicles operating within the RAM Program comply with the current Georgia Motor Vehicle Code. These techniques, will include, and not be limited to; random vehicle inspections, random documentation verification, and controlled registration practices at procurement (inception) and fully verified prior to commencement of vehicle shakedown and road testing. Twice annually, in coordination with Jorgensen's human resources administration, the Equipment Manager will perform licensing verification on vehicle operators for compliance with the RAM Program minimum criteria.

3. AFTER MARKET EQUIPMENT

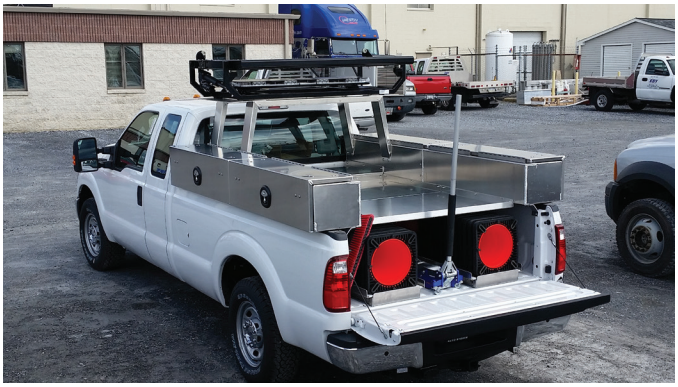
After Market Equipment will be integrated into the principal vehicle chassis to enhance the vehicles safety and functional capabilities necessary to provide the required level of service under the GDOT RAM Program.

3.A UTILITY BODY UPGRADES

Jorgensen developed a new body style for the equipment that will be utilized on this contract. This new body improves the safety and visibility of our employees while patrolling the system. Modifications include:

- Enclosed Traffic Cone Compartment. Traffic cones are easily accessible when MOT setup is needed. The cones are dispensed from an enclosed compartment on the bed of the truck which is free from blocked debris that may be have been accumulated during patrol.
- Increased Advanced Warning Arrow-Board Height. The Arrow-Bord on the vehicle is mounted higher than the 7-foot minimum requirement. This increases the sight visibility of the Operator during lane closures or MOT setup.
- Reduced Vehicle Profile. Vehicle can be positioned closer to the guardrail decreasing impacts to the travel lane during a shoulder closure.

EQUIPMENT UPGRADES. Jorgensen developed the following body styles for Road Rangers to increase the safety and visibility of our Operators while on patrol.



3.B SAFETY ENHANCEMENTS

The safety equipment and enhancements will involve a variety of operational equipment, most of which are stationary devices utilized to develop the MOT set-up. There are a wide range of device manufacturers and equipment suppliers used throughout the industry. In accordance with Georgia Code 32-6-50(a) the current specifications of approved devices will be determined by the most current revision of the Manual on Uniform Traffic Control Devices (MUTCD). As of the effective date of the strategy's publication the current edition of the MUTCD is December 2009; published by

the Federal Highway (FHA) Administration of the United States Department of Transportation (USDOT). The following standard frequently-use devices and corresponding regulatory requirements that will be acquired during the pre-commencement period and installed on or to the GDOT RAM Program Vehicles.

ADVANCED WARNING ARROW-BOARD AND LIGHTING. Guidelines for advanced warning arrow-boards will be adopted from the 2009 December MUTCD Chapter 6F-60-61. The systems identified for installation, include overhead cab strobes, overhead cab light-emitting diode (LED) bar, slow moving triangle placard, front head-light strobes, rear tail-light strobes, vehicle mounted movable 2-line 10" 5x7 character matrix LED arrow-board. The lighting color of illumination systems will be restricted to white and amber or a combination of white and amber.

As a typical convention the lighting will be high intensity with strobe flickering technology. The lighting will be Class 2 amber and/or white that meets the Society of Automotive Engineers (SAE) recommended Practice SAE J845 or SAE J1318. These systems are typically installed directly into the existing head and rear lighting systems of the vehicle. Center cab light bar will be typically mounted above the operator directly on the cab roof. These systems must be unobstructed by ancillary vehicle equipment and visible from 360 degrees.

The MUTCD does not specify specific arrow-board models for direct vehicle mount, but rather arrow-board lighting configuration. The Equipment Manager will determine the most appropriate manufacturer that conforms to the MUTCD 6F.61 guidelines and fits the operational needs.

MINIMUM RETRO-REFLECTIVITY SHEETING REQUIREMENTS. Guidelines for retro-reflectivity sheeting requirements will be adopted from the December 2009 MUTCD Section 2A.07-08. Conspicuity systems will be used on the RAM Program vehicles. These systems are intended to maximize visibility and customer awareness. Retro-reflective adhesive sheeting tape will be used as the method of vehicle conspicuity. The sheeting will be rated for wet conditions, high-intensity prismatic (as a minimum), alternating white/red color formation, and self-adhesive. The sheeting width is preferably 2". The tape should be applied at a minimum of four (4) linear foot sections, but can vary depending on body configuration. The tape should be applied on both sides of the vehicle and the rear. The tape application should not interfere with any other decal requirements and should be placed in contiguous lengths when available. Retro-reflective conspicuity sheeting replacement should occur not to exceed lifetimes specified by the tape OEM. In the event the tape is worn, frayed, stained, or non-reflective it should be refurbished immediately. The Equipment Manager will have discretionary authority on additional refurbishment or replacement requirements.

OTHER TEMPORARY TRAFFIC CONTROL DEVICES. Guidelines for cones, barricades, and channelizing devices will be adopted from the December 2009 MUTCD Section 6F.64-73.

Guidelines for temporary work zone traffic signs will be adopted from the 2009 December MUTCD Chapter 6F. Guidelines for flagging operations and devices used for flagging operations will be adopted from the 2009 December MUTCD Chapter 6E.

AUDITORY WARNING EQUIPMENT. Warning sounds are a critical component of equipment safety. Most warning systems come equipped in the vehicle constructed at the factory by the OEM. Seat Belt audible warning indicators, Standard horns and Reverse Back-up Alarms will be included as standard equipment and will be kept in functioning order at all times. Functioning order is defined by the initial factory condition provided by the equipment's OEM. The Equipment Manager has the authority to review these requirements and make individual permissions in addition to the minimum requirements the will included in the RAM Program vehicles.

AUXILIARY EQUIPMENT AND MISC. TOOLS. During the pre-commencement period auxiliary equipment including after market air compressor, battery jump station with front bumper mount and all hand tools, flares, safety chains, heavy-duty portable jack, first aid and fire extinguishers, spare water, lug wrenches, booster cables, and impact wrench and other equipment is acquired and prepped in each RAM vehicle.

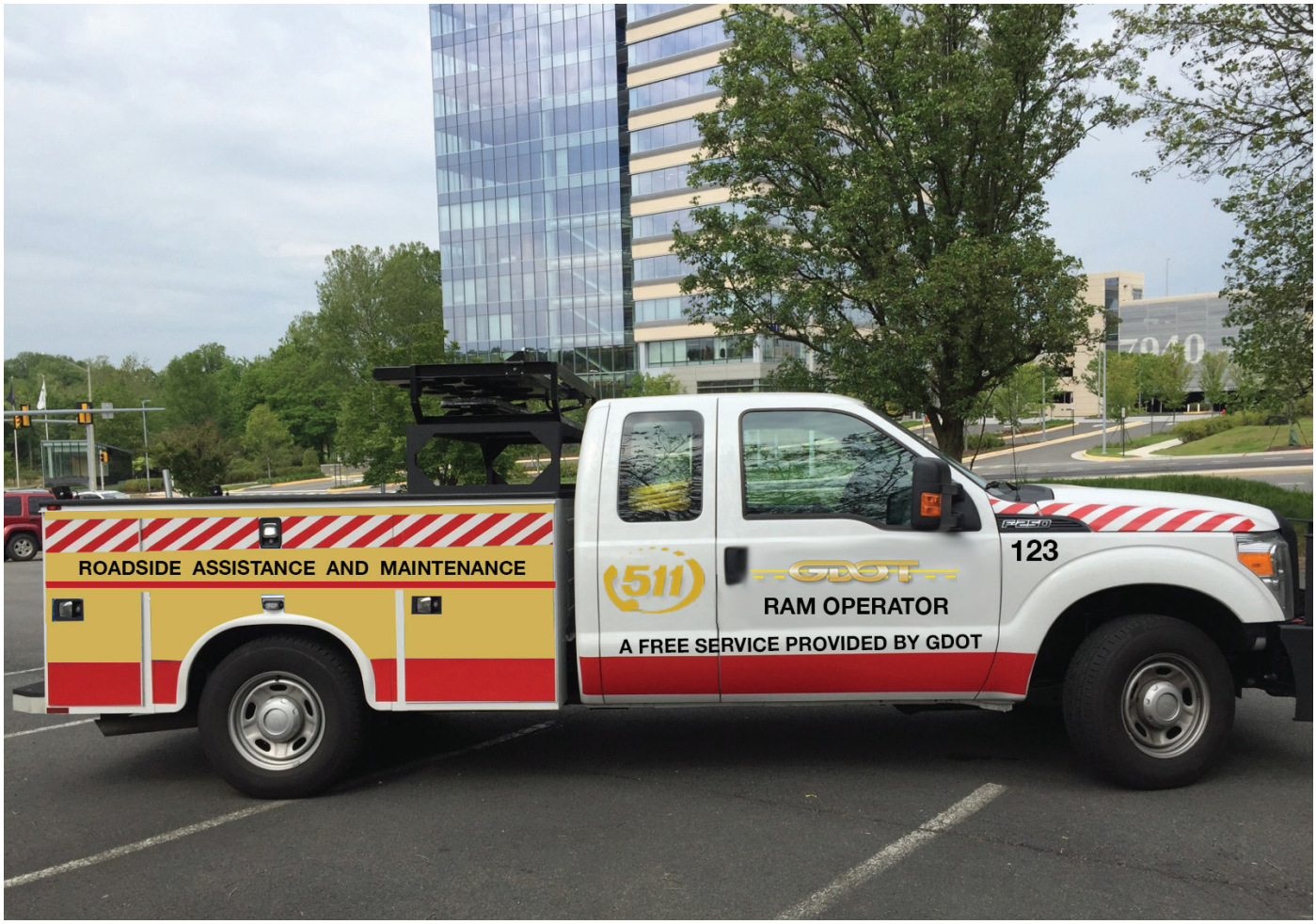
3.C VEHICLE DEMARCATION-WRAP

Vehicle demarcation and equipment delineation are important identification requirements that assist the Equipment Manager to manage fleet inventory, perform safety audits, assist the customers with awareness of the RAM Program activities, and sustain a professional and responsible image for GDOT. Early in the Pre-Commencement Period Jorgensen will submit for approval a recommended Wrap Package for the RAM Vehicles and will work with GDOT to develop the final accepted marking plan for the vehicles.

RAM PROGRAM DECAL. A sample of the GDOT RAM Program vehicle decal is identified below. Additional lettering indicating Complimentary Service, Phone Numbers for Georgia State Patrol or other enhancements to develop and promote relationship with the traveling public.

VEHICLE NUMBERING SYSTEMS AND MISC. REQUIREMENTS. The Equipment Manager may elect to use internal vehicle numbering protocols to identify individual vehicles to assist in managing the fleet and to promote communication protocols with the TMC. The equipment number decal will be a combination of letting and numbers. It shall be of contrasting color to the piece of equipment. The lettering size shall not exceed 1.5 inches and restricted to a reasonable quantity. The equipment number decal is typically located on two (2) sides left/right or passenger/driver of the vehicle and located in an unobstructed location. There will be no Company Logo's or other identification on the vehicles.

PROPOSED MARKINGS. The below is a sample equipment option for the RAM Operator.



4. VEHICLE COMMUNICATION AND LOCATION EQUIPMENT

The RAM Vehicles will be outfitted with communication equipment to maintain dispatch contact with the TMC's and GDOT District Offices. Additional backup communication Smart Phones and Automatic Vehicle Locator – GPS system will be installed during the pre-commencement period.

SOUTHERNLINC. SouthernLINC Push to Talk Wireless communication devices will be procured and assigned to each RAM vehicle. The units will be programmed for GDOT RAM Program PTT two way network communications.

SMARTPHONE BACKUP. RAM Vehicle Operators will be equipped with Smartphone with built in digital camera.

AVL-GPS TRANSPONDER. Bringing accountability to all positions within our organization is critical for success on this contract Jorgensen uses several innovative features to promote employee success through job accountability. In reference to our vehicle management program Jorgensen presently uses a vehicle GPS location system and has had positive results. The system will be used on this project and pictorial graphic example is shown below. Access and utilization will be given to the Dispatchers providing a fast and efficient interface protocol between the TMC and field operations. Apart from providing real-time tracking software, the integrated system generates a wealth of reports that are reviewed by our fleet manager and equipment manager to maximize vehicle and fuel efficiency. These features include the following:

- **EQUIPMENT GEO-FENCING.** Ability to Geo-Fence the Operator's route to ensure route and schedule compliance as well as travel outside authorized areas.
- **MAINTENANCE ALERTS.** Triggers scheduled preventive vehicle maintenance alerts to decrease maintenance costs and improve equipment life.
- **SAFETY ALERTS.** Trigger when Operator is speeding or excessive idling while on patrol. This improves safety, reduces risks, and lowers vehicle emissions.

AVL-GPS TRACKING. An example tracking software is shown below. This system is currently utilized on the Capital Beltway I495 HOT Lanes.